



Asheville City Council Strategic Operating Plan 2014-2015



FOCUS AREA 1

Economic Growth & Sustainability

- GOAL 1** Implement the Economic Development Capital Improvement Plan
- GOAL 2** Invest and leverage investment in community infrastructure.
- GOAL 3** Create economic development and community investment opportunities through partnerships, planning and incentives.
- GOAL 4** Support staff's continued implementation of operational efficiencies and practices of sustainability



FOCUS AREA 2

Affordability & Economic Mobility

- GOAL 1** Expand Asheville's supply of quality, affordable homes for current and future residents.
- GOAL 2** Improve citizen equity by reducing disparity gaps with an emphasis on education and socio-economic mobility.



FOCUS AREA 3

High Quality of Life

- GOAL 1** Make Asheville one of the safest cities in America based on approved metrics for similarly sized cities
- GOAL 2** Encourage policies and development that improves public health and safety for City of Asheville employees and citizens.
- GOAL 3** Continue to support Asheville as a culturally diverse city
- GOAL 4** Develop a Council Legislative Agenda
- GOAL 5** Continue to develop City Council communications and partnerships with citizens, community leaders, the media and elected officials.

Community Partnerships

Citizen Engagement

Sustainability

Creative Economy

Affordable Housing

Culturally Diverse

Infrastructure Investment

Safety

Multi-Modal Transportation

ECONOMIC
NETWORKS

SOCIAL
NETWORKS

ENVIRONMENTAL
NETWORKS



FOCUS AREA 1

Economic Growth & Sustainability

GOAL 1 Implement the Economic Development Capital Improvement Plan

- ACTION ITEM** Adoption of Municipal Service Districts, including the South Slope, the River Arts District and Charlotte Street Corridor
- ACTION ITEM** Creation of a separate debt service fund
- ACTION ITEM** Change in the City's current practice of financing capital projects to the one that utilizes a mix of interim financing and permanent financing.
- ACTION ITEM** Addition of Special Obligation Bonds to the menu of available permanent financing options.
- ACTION ITEM** Utilize additional funds to leverage money from other partners including NCDOT, Buncombe County, the TDA, as well as other public and private partners.

GOAL 3 Create economic development and community investment opportunities through partnerships, planning and incentives.

- ACTION ITEM** Launch process to update the Comprehensive Plan 2025
- ACTION ITEM** Develop timetable to extend Form Based Code Planning.
- ACTION ITEM** Leverage regional service provider partnerships to assist small businesses in gaining access to effective business plan development.

GOAL 2 Invest and leverage investment in community infrastructure.

- ACTION ITEM** Research, develop and propose incentives for in-fill and redevelopment. Evaluate City owned property to determine best use.
- ACTION ITEM** Evaluate the ability to improve and extend ART services.
- ACTION ITEM** Incorporate Complete Streets Policy in planning for transportation infrastructure, including bike lanes, greenways, and pedestrian access.
- ACTION ITEM** Support I-26 Connector improvements.
- ACTION ITEM** Promote innovative forms of development including Form Based Code, mixed use development, and right sizing.
- ACTION ITEM** Research access to better broad-band internet connectivity

GOAL 4 Support staff's continued implementation of operational efficiencies and practices of sustainability

- ACTION ITEM** Utilizing a Development Task Force, evaluate the City's development process, including education and communication
- ACTION ITEM** Continued sustainability efforts including carbon footprint reduction and clean energy economy



FOCUS AREA 2

Affordability & Economic Mobility

GOAL 1 Expand Asheville's supply of quality, affordable homes for current and future residents.

- ACTION ITEM** Develop an action plan with the Housing Authority for the redevelopment of a public housing community to include affordable, mixed income housing.
- ACTION ITEM** Revisit our land use regulations to identify zoning and regulatory changes that promote affordable housing located close to the CBD, jobs and transportation.
- ACTION ITEM** Work with developers to increase production of affordable housing units by providing financial assistance and other development incentives.
- ACTION ITEM** Evaluate and implement Affordable Housing Advisory Committee recommendations. Develop and action plan for the Affordable Housing Scorecard.
- ACTION ITEM** Continue City-County Homeless Initiative Advisory Committee's evaluation of next steps and recommendations for moving forward.

GOAL 2 Improve citizen equity by reducing disparity gaps with an emphasis on education and socio-economic mobility.

- ACTION ITEM** Partner with Asheville City Schools to track progress toward the City School Strategic Plan; receive regular updates from the school system through City Council appointed liaison.
- ACTION ITEM** Identify appropriate partnership opportunities to improve access to affordable housing, transportation, and living wage jobs.
- ACTION ITEM** Clarify the most effective role the City can play in assisting City Schools in reducing the achievement gap.
- ACTION ITEM** Facilitate Council policy discussion regarding making the living wage a requirement for city Economic Development incentives.



FOCUS AREA 3

High Quality of Life

GOAL 1 Make Asheville one of the safest cities in America based on approved metrics for similarly sized cities opportunities through partnerships, planning and incentives.

- ACTION ITEM** Develop strategies to address nuisance behaviors including pan-handling, toplessness, graffiti, litter and public drunkenness
- ACTION ITEM** Address speeding in neighborhoods through traffic calming measures.
- ACTION ITEM** Finalize and implement the Police Departments Strategic Plan
- ACTION ITEM** Support and expand community based policing efforts to improve relationships between the police and the community.



FOCUS AREA 3

High Quality of Life

GOAL 2 Encourage policies and development that improves public health and safety for City of Asheville employees and citizens.

- ACTION ITEM** Pursue implementation of the Food Action Plan, including public/private partnerships to create community gardens and farmers markets on publically owned land, to ensure all citizens have access to affordable healthy food options.
- ACTION ITEM** Continue emphasis on disease management and wellness for City of Asheville employees.
- ACTION ITEM** Prioritize transportation system that supports multi-modal system, including walking, biking, greenways and transit.

GOAL 3 Continue to support Asheville as a culturally diverse city

- ACTION ITEM** Create public/private partnerships to bring festivals to Asheville that promote a sense of community
- ACTION ITEM** Continued support of entertainment, art and cultural centers.

GOAL 4 Develop a Council Legislative Agenda.

- ACTION ITEM** Set Council positions prior to each session of the North Carolina General Assembly.
- ACTION ITEM** Create Council overall guiding principles for legislation giving direction to staff and legislative liaisons.

GOAL 5 Continue to develop City Council communications and partnerships with citizens, community leaders, the media and elected officials.

- ACTION ITEM** Identify advocates working in communities and begin dialogue to improve effective engagement. Evaluate and implement best practices through City outreach initiatives already in progress; East of the Riverway, Haywood Road Vision Process, and RADTIP.
- ACTION ITEM** Improve diversity and engagement of City Council's Boards and Commissions.
- ACTION ITEM** Conduct a citizen satisfaction survey.
- ACTION ITEM** Engage and develop working relationships with state and local legislators on issues regarding the City's legislative priorities.
- ACTION ITEM** Create opportunities to communicate City efforts and achievements through traditional media, social media and community meetings.